Appendix A

2011 – 12 PSD BUSINESS PLAN

PROFESSIONAL STANDARDS DEPARTMENT

2011/12 BUSINESS PLAN

NO	FORCE STRATEGIC OBJECTIVE	PSD BUSINESS OBJECTIVE	Focus	ACTION	OWNER	TARGET	PROGRESS	STATUS
1	Promoting confidence in the use of the railway	Improving Public Confidence	**Focus on common complaint categories**	Instigate project addressing incivility complaints intended to identify why complaints occur, identify and introduce a reduction strategy.	Head of PSD	February 2012	1. Produce problem profile. (August 2011) Problem profile complete, including research with other forces over reduction measures and existing incivility projects. Profile passed to SMT to review and move to action 2 2. Identify reduction measures. (November 2011) 3. Deliver reduction plan. (February 2012) The problem profile has been completed. This will be addressed through the project to embed Standards of Professional Behaviour as a driver for good behaviour. This will be an organic project which touches wider areas of concern including corruption.	**COMPLETE**
	Deliver value	Reducing	**Use of**	Work with IT to ensure	DCI	Review-	Functionality of Vigilance Pro is	

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2	for money through continuous improvement	misconduct	**technology to police system usage**	Vigilance Pro is in place and in full appropriate use by PSD.	Operational Support Management Information Officer	November 2011	to be cut back to only monitor and prevent unauthorised USB usage. Then it will be installed on all machines by end of July 2011. Further expansion to encompass other functionality including monitoring to be explored thereafter. *Installation is 85% complete. There have been issues with the installation within Force which will prevent monitoring until Vigilance Pro is fully stable. Governmental Protective Marking for emails will be introduced with the rollout of the new Email Software planned for February / March 2012.* Vigilance Pro is now active in relation to USB devices. Vigilance Pro is now used to monitor staff targets for intelligence purposes.	**COMPLETE**

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3	Deliver value for money through continuous improvement	Improving quality	**Develop professional approach to Grievance, UPP and Misconduct processes.**	Providing support to Areas who are required to hold discipline meetings (level 1) under the Taylor Reforms, improving the efficiency and effectiveness of the process by making it more timely and consistent Engage with Area Commanders and Heads of Department and provide advice and training to staff who are required to chair meetings.	DCI Operational Support	Ongoing	1. DPPM to continue attending L1 meetings *DCI Wainer is attending all level 1 meetings to provide bespoke guidance.* *Area Panel's planning meetings are held monthly to ensure meetings are carried out expeditiously and in accordance with set timescales.* 2. Identified need for improved training and as a result original Training package is being reviewed and revised (End of July 2011) See below. 3. Identify and train a cadre of CI/ Police Staff equivalent to chair L1 meetings (end of August) Training has been planned and arranged by DCI Wainer. Four dates are set for November and December 2011	**COMPLETE**
4	Promoting confidence in the use of the railway	Improving Public Confidence	**Improving access to the complaints system**	To work with media and marketing and improve BTP's Internet site re the role of PSD and how to complain. Particular emphasis on explaining the role of the PCCS. Also having information available in key	DCI Operational Support Management Information Officer	Review January 2012	Media & Marketing have started to work on the website and have planned a full translation service of the website using a provider such as Google Translate with a Launching screen with most major languages.	

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				languages reflective of the UK's diverse resident and transient community.			They are also intending to incorporate a Positive compliments form As of 19th October Media and Marketing have done market research on the website are currently on the final stages of designing the new BTP website and start the implementation process soon *The Management Information Officer is currently working with Media and Marketing to review the content of the PSD internet page and is currently drafting an amended version.* Media and Marketing are still designing and implementing the new BTP website. Further actions cannot be taken until this is completed.	
5	Deliver value for money through continuous improvement	Improving Quality	**Changing perceptions of PSD**	Create and publish a PSD charter for service delivery to BTP personnel.	DCI Operations	December 2011	Second draft created and to be circulated amongst PSD. Meeting to be scheduled to discuss publication strategy after consultation. The final mature draft has been completed and submitted. No longer considered beneficial to implement.	
	Promoting	Improving Public	**Lessons**	1. Draft and publish LL	DCI	1. July 1011	1. LL Communication Strategy	**COMPLETE**

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6	Confidence in the use of the railway	Confidence	**Learned**	communications strategy. 2. Identify and develop new opportunities for focused delivery of lessons.	Operational Support Complaint Reduction Officer	2. On going. December 2011.	Published 2. Recommendations to be sought from department and to be reviewed *The delivery of lessons learned has now been improved with additional Lessons Learned bulletins published at least every two weeks. In addition, Area Media Bulletins are utilised on a weekly basis.*	
7	Deliver value for money through continuous improvement	Improving quality	**Develop professional approach to grievance, UPP and Misconduct processes**	Introduce end of case review team to identify lessons learned, good practices and positive feedback opportunities.	DCI Operations	Aug 2011	*TOR has been drafted and steps have been undertaken to identify review team* *A draft proposed review report has been created and will be circulated shortly.* Draft operating procedures have been submitted for consideration. To be implemented in 2012/13 Business Plan.	
8	Deliver value for money through continuous improvement	Improving quality	**Reducing costs**	Review PSD and other associated business areas to develop IT solutions to reduce bureaucracy and costs.	DCI Operational Support Management information officer	Review Jan 2012	*Work is ongoing in relation to reviewing and developing IT solutions in relation to Business Interests, Taint and Lessons Learned. Work is ongoing in relation to developing an Intelligence Management Tool for the Intelligence Unit and also a new email / internet*	

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							monitoring tool. Review completed. Possible improvements identified.	
9	Deliver value for money through continuous improvement	Improving quality	**Changing perceptions about PSD**	Review, redraft and publish PSD pre interview disclosure policy.	DCI Operations	Review Jan 2011	*DS Jones has written a PSD disclosure policy which will need final approval from the Head of PSD.* *Meeting to be arranged to discuss policy prior to publication* A final draft was submitted to PSD SMT. Has not been published.	
10	Deliver value for money through continuous improvement	Improving quality	**Audit & Compliance**	Review all audit functions and make recommendations for change.	Head of PSD	May 2011	Audit review function paper submitted to DCC	**COMPLETE**
11	Deliver value for money through continuous improvement	Reducing Misconduct	**Development and introduction of policies and SOPs**	Review and implement change of Police Staff (Discipline) SOP.	Employee Relations Casework Manager	Ongoing	This objective is complete. Consultation has taken place in respect of the Police Staff (Discipline) SOP and it is due to go live in November.	**COMPLETE**
12	Promoting confidence in the use of the railway	Improving Confidence	**Disproportionality in complaints process**	1) Continue to prepare a 6 monthly report on BME staff.	Head of PSD	Ongoing	1) 6 monthly report will continue to be prepared. 2a) The PSD complaints manager is the PSD	

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				2) Engagement with Staff Support Groups and Staff Associations. 3) Engage with other forces in undertaking joint research. BTP as well as Home Office Forces provide the data.		Ongoing	representative to the Force Diversity Action Group. 2b) Monthly meeting with SAME and LINK to discuss issues and share ideas. 3a) *ACPO PSD Committee chaired by Mike Cunningham leads* on refreshing the BME review. Information is collated and supplied to be provided to PABEW on a calendar basis. This is in addition to BTP internal BME report. 3b)The GMP research project commenced in January. BTP are stakeholders in the project which will be completed in December. *Due to slippages in timeframes this project is now scheduled to be completed on Feb 2012* This work is ongoing. BTP to receive further update from GMP.	
13	Deliver value for money through continuous improvement	Improving quality	**Control sickness absence**	PSD sickness to be monitored through SMT.	Head of PSD	Ongoing	Being monitored at SMT	**COMPLETE**

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14	Promoting confidence in the use of the railway	Protecting the Organisation	**Ensure and maintain integrity of information**	Implement Information Assurance Maturity Model (IAMM)	DCI Operational Support Force Information Security Manager	Phase 1 completed 31 May 2011 Jan 2012	*Interim report has now been received and is to inform PIAB, SIROs and ISO's of the current status of force/agency submissions regarding the IAMM PSMRO reports and to provide a brief overview of the PSMRO Report results to date. These results are not finalised, as there are outstanding PSMRO Reports and it is planned to publish a final report in January 2012. BTP's maturity performance and Mandatory Requirements results have been reviewed and are shown in the results* *Part 2 of the IAMM work (details of Third Party Suppliers and Delivery Partners) due to be submitted by 31.10.2011. It is likely BTP will not meet this deadline due to the difficulty in identifying the above accurately. However this should not cause any issues as other forces are experiencing the same problem. Information requests have been sent to Technology to assist in this work.* Phase 1 complete. Phase 2 incomplete. Arrangements in place to	

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							progress implementation of a Information Assurance Board.	
15	Deliver value for money through continuous improvement	Improving quality	**Changing perceptions about PSD** *Develop marketing strategy and communications plans for PSD*	Design and launch bi-monthly PSD newsletter.	Head of PSD Management information officer	Nov 2011	*A draft version of the PSD newsletter has been completed. Publication will be delayed until new Head of Professional Standards is embedded.* The decision to publish a newsletter is being reviewed. This entails a disproportionate amount of effort and takes staff away from core functions. A preferred option is to provided timely and targeted updates to staff electronically. This has been successfully done over recent months using Force and Area Weekly Newsletters. Head of PSD (with the assistance of IT) has also emailed directly every member of staff in relation to key issues. The advantage of this is we can ensure every member of staff is in receipt of messages and we have an audit trail.	**COMPLETE**

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NO	FORCE STRATEGIC OBJECTIVE	PSD BUSINESS OBJECTIVE	Focus	ACTION	OWNER	TARGET	PROGRESS	STATUS
16	Promoting confidence in the use of the railway	Protecting the Organisation	**Contribute to recruitment and retention of quality personnel**	Improve representation of under represented groups by encouraging applications for vacancies and secondments to the Professional Standards Department.	Head of PSD DCI Operational Support DCI Operations	Ongoing	1) As of April 2011 PSD current BME and Female representation across the Department is - BME – 18.2% Female – 34.1% 2) Support Group Conference will take place later in the year. This will incorporate 'Open Days' for Officers and Staff. *A week long PSD support group conference was held week commencing 11/10/11.* 3) Review of the attachments process to be conducted The profile of staff within PSD is continually under review during process of recruitment and attachment opportunities.	**COMPLETE**
17	Promoting confidence in the use of the railway	Protecting the organisation *Encourage and support Professional Standards Staff in career development and progression.*	**Contribute to recruitment and retention of quality personnel**	Undertake training needs analysis utilising PDR process.	Head of PSD	Ongoing	1) Current training needs and budget allocation for 2011 – 2012 under negotiation with L&D. *2011 – 2012 budget allocation has been reviewed with L & D and training bids have been refreshed and agreed* **COMPLETE** 2) Developmental opportunities by way of Situational Leadership training have been	

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							provided and made available to police staff. **COMPLETE** 3) Complaints Process Manager is establishing needs of Admin Staff for the complimentary internal courses provided by HR. *CPM and Admin Team invited to take part of pilot Customer Service course* Further bespoke customer service training to be sourced in accordance with 2012/13 Business Plan. 4) Bespoke Behavioral Management course for PSD has been developed and delivered to PSD Staff **COMPLETE** 5) Specialist interview awareness training has been developed and delivered to PSD Investigators and further development training being established by Tier 5 trained officer. **COMPLETE**	
18	Deliver value for money through continuous improvement	Improving quality	**Develop professional approach to grievance, UPP and**	Conduct review of Grievance process to identify change and or areas of support for PSD assistance.	Employee Relations Casework Manager	August 2011	*This objective is complete. Support has been provided to HRBC in respect of grievance recording on the Centurion computer system. Audit Reports*	**COMPLETE**

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			Misconduct processes				*are monthly and discussed at the PSD HR group. Legal Services have now transferred over to HR and a formal handover has been undertaken.*	
19	Deliver value for money through continuous improvement	Improving quality	**Develop professional approach to grievance, UPP and Misconduct processes**	Conduct review of UPP process to identify change and or areas of support for PSD assistance.	Employee Relations Casework Manager	Review Jan 2012	*A UPP working group has been established and work is ongoing in response to legislative and regulatory changes.* The work is complete and has been passed to HR.	**COMPLETE**
20	Deliver value for money through continuous improvement	*Protecting the Organisation*	**Optimising financial outlay**	Review exposures and tender appropriate risk financing and transfer arrangements.	Head of Risk Management & Insurance	October 2011	*Contract completed on 1st October.*	**COMPLETE**
21	Deliver value for money through continuous improvement	Improving quality *Implement a new Case management system for the sharing and recording of UPP, Grievances and Employment Tribunals*	**Reducing costs** Develop IT solutions to reduce bureaucracy	1. Ensure Areas through HRBC can access information on UPP and Grievances on their Areas through the Centurion System. 2. Adapt Centurion so Employment Tribunals can be recorded and case	DCI Operational Support Management Information Officer	Ongoing To Review Jan 2012	1a. *Grievance recording information on Centurion is available and being used. Auditing and performance reports have been designed and shared with HRBC. HRBC has advised they want to extend their use of Centurion to manage workflows for grievance matters and the Management Information Officer is in the process of drafting new procedures to be presented to HRBC for their use.* No additional requirements from	**COMPLETE**

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				managed by HRBC, ER and PSD. And other business areas as identified.			HR. **COMPLETE** *1b .The recording of UPP information on Centurion is now part of a working group organised by the Employee Relations Liaison Manager.* **COMPLETE** *2. Employee Tribunal information is now on hold due to Legal Services being moved to SDD outside the control of PSD. Discussions are to take place to ascertain if the current actions will continue.* No plans in place for ETs to be recorded on Centurion.	
22	Deliver value for money through continuous improvement	Improving quality	**Changing perceptions about PSD**	Embed PSD engagement with Areas at Area Management team meetings	DCI Operations	June 2011	*Attendance from PSD IOs, Civil Claims Manager and Property Store Auditor at AMTs at all areas as standing agenda item.*	**COMPLETE**
23	Deliver value for money through continuous improvement	Improving Quality	**Develop professional approach to grievance, UPP and Misconduct processes.**	Review BTP Complaints & Misconduct processes applicability and fitness or improvement in Scotland.	DCI Operations	Jan 2012	*SMT and York team meeting held on 26/05/2011. Full Review of processes in Scotland undertaken.* *PSD attending PCCS training. Meeting to be arranged afterwards to discuss content and implement any required changes.*	

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							This is an ongoing piece of work that is closely aligned to and dependent on Police Reform in Scotland. PCCS and the Police Services Ombudsman are still not clear how this will look going forward. It will be sensible o move this forward within BTP along the national timelines in Scotland.	
24	Promoting confidence in the use of the railway	Protecting the Organisation	**Corporate risk managemen t**	Improve BTP's level of risk maturity.	Head of Risk Management & Insurance.	Ongoing	*Action plan has been devised and is in the implementation stage at this time.* Not now the responsibility of PSD as Risk Management and Insurance has moved to SDD.	
25	Deliver value for money through continuous improvement	Improving Quality	**Changing perceptions about PSD**	Develop and introduce Q of S Customer feed back for officers and staff involved in PSD investigations.	DCI Operational Support Management Information Officer	Review Jan 2012	*There are significant issues with Quality of Service questionnaires owing to a low number and low quality of returned documents. Ongoing research is taking place to identity more effective methods of gauging customer feedback and improving the process in order to increase the value and usefulness of the Quality of Service.* *Meeting to be arranged to discuss possible options to improve the process* This objective is being taken	

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							forward into the new 2012/13 Business Plan.	
26	Deliver value for money through continuous improvement	Improving Quality	**Changing perceptions about PSD**	Review all PSD training and update/create bespoke training packages specifically for delivering to core Police personnel (i.e student officers/PCSOs/Special constables programs, distance learning packages for Transferees, Station forum inputs, leadership training inputs)	DCI Operations Complaints Process Manager	Review January 2012	Review has been completed and additional training packages have been identified and are being developed Training ongoing – Inputs now given at Supervisor level (Insp/Sgt) Inputs being developed for other core training areas.	**COMPLETE**
27	Deliver value for money through continuous improvement	Improving Quality	**Develop professional approach to grievance, UPP and Misconduct processes.**	Develop and introduce a PSD induction process.	Complaints Process Manager & Employee Relations Casework Manager	Review January 2012	*New package created and pilot implementation with administrative staff Package to be reviewed after pilot to assess and improve*	**COMPLETE**
28	Deliver value for money through continuous improvement	Improving Quality	**Changing perceptions about PSD**	Work with L&D and Support Groups to develop and deliver to PSD personnel high level diversity training package.	Employee Relations Casework Manager	September 2011	Behavioural Management Course designed and delivered to all PSD Personnel	**COMPLETE**

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29	Deliver value for money through continuous improvement	Protecting the organisation	**Reducing Outlay, Reducing risk**	Raise awareness to Areas/Departments of the cost of claims, trends and factors for reduction	Force Claims Manager & Civil Claims Manager	Ongoing	Civil Actions presentations to all AMTs (except W&W – to be done 20/12/11). **Complete** "Avoiding civil actions" document on PSD website and pocket - sized booklet in production. Surgeries to be held at transport hubs in 2012 for front-line officers and PCSOs.	**COMPLETE**